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Motivational Aspects of a Military Leader's Managerial Culture Development

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ABSTRACT

The purpose of the article is to reveal the main prerequisites for the development of the motivational component of the managerial culture of the military leader. The following research methods were used in the work: analysis and generalization of scientific results on research of the nature of professional activity of the personality, – for clarification of motivational aspects of development of managerial culture of the military leader. In the content of military and professional activity it is necessary to single out motivational phenomena related to the managerial culture of a military leader, which are as follows: values about the military profession, assessment of the significance of professional activity, correlation of military and professional values with the system of meaningful life orientations of servicemen and other personal goals and values, the place of professional activity in the structure of "life essences", etc. Awareness of the military leader's own ability to realize professional intentions is the sphere of realization of the most important personal values, which provides a motivational attitude to the professional activity. The managerial culture of a military leader depends on the assessment of the significance of professional activity taking into account personal individual needs and goals, which may or may not coincide with the goals of the service. The highly developed managerial culture is closely related to the general concept of professional aspirations and professional self-determination (from gaining of professional education to the stage of mastery), which are the properties that allow you to effectively and reliably perform complex activities in a variety of conditions. An important condition for the professional culture of a military leader, which ensures his full existence in professional activities, should be considered the tendency to develop the managerial potential as a set of ideas about work based on self-understanding, self-perception and personal growth. The basis of this movement is the professional and personal activity of military

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leaders – persistence in achieving goals, self-confidence, confidence in the professional experience and certainly a positive attitude towards others. These leaders are determined, do not stop there. Their personal characteristics are manifested at the level of self-awareness and are revealed in the process of self-regulation of behavior in professional activities. This is what helps a military leader to orient himself well in life, to be free in choosing his professional path and responsible for the consequences of the choice.

Keywords:
Managerial Culture, Military Leader, Military and Professional Activity, Serviceman, Motivation

Introduction

Military and professional activity of servicemen of the Armed Forces of Ukraine is one of the most complex socially significant activities, which puts forward special demands to the individual, consisting in its extremity, namely: high dynamics and tension, in temporal, spatial, material, moral restrictions on the personality of the serviceman of Ukraine. The success of military and professional activity in such conditions depends on the level of development of the managerial culture of the military leader, which is an important element in ensuring the effective performance of official duties. Moreover, the practice of military management shows that it is the motivational component of professional and personal activity of military leaders that is a factor of the successful development of their management culture. The complexity and multidimensional nature of the problem of managerial culture of the military leader is due to the multiplicity of understanding of its essence, nature, structure, as well as methods of its study.

An analysis of the modern scientific literature on this issue shows that the interdisciplinary discourse of the problem of managerial culture of the leader in recent years has become particularly widespread in both foreign and Ukrainian psychological science. Scientists determine the following components of managerial culture of the leader: professional and personal, activity, communicative, adaptive, value-semantic, social-communicative, leadership, motivational, intellectual and creative (Matsevko, 2007; Orban-Lembryk, 2002). The complexity and multifaceted nature of the problem of managerial culture of the leader is due to the multiplicity of understanding of its essence, nature, structure, as well as methods of its study.

A review of publications shows that although the issue of managerial culture belongs to traditional psychological research, at the same time the issues of developing the motivational component of managerial management culture, including military, have not been deeply and consistently studied.

The purpose of this study is to reveal the main prerequisites for the development of the motivational component of the managerial culture of the military leader.

Literature review

An important place in determining the psychological characteristics of managerial management culture occupied works that reflect the main dominants of professional activity, formed through individual style of professional activity, which characterizes managers with a clear tendency to succeed in the professional sphere (Virna, 2003; Karamushka & Moskalov, 2011). In addition, scientific research emphasizes that the managerial culture of the leader is significantly influenced by his personal characteristics (Maksymenko & Chupryna, 2018; Rodina, 2005). There is a complex system of relationships between personal characteristics and motivation (Matsevko, 2007). Thus, due to the high interest of the individual in a particular activity may include a compensatory mechanism, and the lack

of personal qualities is filled by the development of the motivational sphere (interest in the subject, awareness of the choice of activity, etc.). Therefore, scientists conclude that the success of the individual in professional activities is determined by the strength and stability of motives, their dynamics, structure and hierarchy (Kapustianskyi, 2016; Levchenko, 2011; Osodlo, 2012).

Methodology

The research methods were used in the work: analysis and generalization of scientific results on the study of the nature of professional activity of the individual – to clarify the motivational aspects of the development of managerial culture of the military leader.

Results and discussion

In the content of military-professional activity should be distinguished motivational phenomena related to the managerial culture of the military leader: values of the military profession, assessment of the importance of professional activity, the relationship of military-professional values with the system of meaningful orientations of servicemen and other personal goals and values, the place of professional activity in the structure of "life meanings", etc. Let's look at their content characteristics and the relationship with management culture.

Awareness by the military leader's own ability to realize professional intentions is the sphere of realization of the most important personal values, which provides a motivational attitude to professional activity (Osodlo, 2012). At the same time, the personal system of value orientations plays an exceptionally important role in the formation of the managerial culture of a military leader – a set of features that reflect the internal basis of an individual's attitude to activity (Maksymenko & Chupryna, 2018). Value orientations are manifested in goals, ideals, interests, beliefs, significantly affect the motivation of behavior, interests, style of thinking, to some extent determine the content and essence of human expectations about the profession. The system of values, represented through the professional interests and values of the individual, is an important motivating factor in achieving the goal of professional activity (Virna, 2003). Professional values determine the ability of the individual to organize their own lives, life stages and regulation of objectively existing life circumstances. Having an important motivational value, professional values testify to the importance of professional activity.

The managerial culture of a military leader depends on the assessment of the importance of professional activities, taking into account personal individual needs and goals, which may or may not coincide with the goals of the service (Kapustianskyi, 2016). When a military leader sets a goal for himself, he can do a lot of work. A goal set from the outside does not always increase his activity, has less motivation, may not be the goal of the serviceman, he does not always automatically accept such a goal and seek to achieve it. In this regard, it should be noted that a person who sets goals for himself is at a higher level of development than one who accepts the goals imposed on him by other people. It is known that the goal set by a person independently, strengthens motivation, creates a positive mood (Levchenko, 2011).

At the same time, a person can work on its achievement much more than when other people set goals (tasks) for it. General goals, social norms, requirements, tasks imposed by other people can become individual for military leaders if they contribute to the satisfaction of their specific needs or are a stage or means of meeting them. In order for the external requirement to be accepted and become the intention of the military leader, it is necessary to participate not only in setting the goal, but also in analyzing and discussing the conditions for achieving it (Hrytsevych et al., 2018).

The development of the managerial culture of a military leader is closely linked to professional self-realization, which is seen as a characteristic of professional development from the stage of acquiring professional education to the stage of mastery (Karamushka & Moskalov, 2011). It is closely related to

the general concept of professional aspirations and professional self-determination, which are the properties that allow you to effectively and reliably perform complex activities in a variety of conditions. In this aspect, the desire for professional self-realization is manifested primarily through professional motivation and motivating work potential, which will depend on the strength of the need for individual growth, which determines the desire to achieve the desired result. A military leader with a strong need for individual growth is more likely to experience the importance of work, responsibility for its results, knowledge of the results of work, etc., which will be reflected in higher performance.

The theory of self-actualization, based on the recognition of the uniqueness of an individual's existence and his responsibility for the choices he makes and the meaning he fills his life with, is in tune with these ideas (Maslou, 2003). Thus, scientists believe that human nature has potential opportunities for positive growth and improvement, which are creativity as a universal function of man, leading to his self-expression (Voitenko et al., 2021). The need for personal growth is the highest level in the hierarchy of human needs. Exactly in this direction that human self-determination must take place. Characterizing the features of a self-actualizing personality, A. Maslow endows it with the following properties: effective perception of reality, which consists in the willingness to solve life's problems, self-determination in difficult situations; acceptance of oneself, others and the world as they really are; increased spontaneity, immediacy and sincerity, richness of emotional reactions; центрованість на проблемі, пов'язана з орієнтацією на якесь завдання, ідею, покликання; independence and confidence, a certain autonomy from the physical and social environment, reliance on their own potential and internal sources of growth; creativity - the ability to create as naturalness and spontaneity, as the norms of everyday life.

Important motivating forces include professional self-determination, which is manifested in the military leader's awareness of himself as a subject of a particular professional activity and involves self-assessment of their own individual psychological characteristics in relation to their capabilities with the psychological requirements of the profession (Osodlo, 2012). It can be stated that professional self-determination influences on the basis of needs, interests, system of values of professional activity, ways of realization of style of own life (Kovalchuk, 2013). The meaning and purpose of self-determination of the individual should be seen in his self-realization, and the main condition is the formation of "productive orientation" of man in the world – a basic guideline for the use and realization of potential opportunities, the disclosure of their essential strengths.

An important role in the managerial culture of a military leader is played by his orientation to a certain goal, which mobilizes both specific knowledge and skills and experience of independent practical work (Matsevko, 2007). Goal-setting of the individual indicates the presence of certain orientations and desires that represent in the minds of the individual the process of choosing motives and goals and determine the dynamics of their development. For effective goal-setting after a clear formulation of the goal, the military leader must understand the importance of the goal, ways and stages of its achievement, possible difficulties in achieving the goal and ways to prevent them, the need for self-control. Goal setting encourages the military leader to make every effort to achieve it. The following motives are necessary for goal setting: self-affirmation, self-realization, interest in the content of activity, achievement of success, material incentive, etc. As a rule, the goal is determined by several motives (Virna, 2003). It is established that the goal, supported by a large number of motives, will have a stronger impact on the activities of the military leader (Kovalchuk, 2013). The motivational impact of the goal can be increased through additional actualization of motives for self-realization and self-determination.

Conscious professional interest is a motive, intention, conscious goal. Satisfaction of interest mostly leads not to its extinction, but to internal restructuring, enrichment and deepening of interest, forms the emergence of new interests that correspond to the highest level of cognitive activity (Kapustianskyi,

2016). Thus, interests act as a constant motivation of the mechanism of cognition, including as a motive of the individual to work and at the same time as a corresponding desire and aspiration of man to self-actualization and realization of their abilities in a particular professional field. That is why interest is considered among other motivational formations, as it involves the goal-setting of the military leader. It is known that a person's professional interests and personal characteristics are interconnected and in dialectical unity, and each of these elements affects the level of success in some way (Levchenko, 2011).

Thus, based on the analysis, we can summarize the selected motivational elements of the management culture of the military leader (Table 1).

Table 1. Motivational elements of the managerial culture of a military leader

Elements	Content	Functions
Personal system of value orientations	A set of features that reflect the internal basis of the individual's attitude to activity	Professional values determine the ability of an individual to organize his own life, life stages and regulation of objectively existing life circumstances.
Assess the importance of professional activities taking into account personal individual needs and goals	In order for the external requirement to be accepted and become the intention of the military leader, it is necessary to participate not only in setting the goal, but also in analyzing and discussing the conditions for achieving it.	The goal set by a person independently strengthens motivation, creates a positive mood.
Professional self-realization	Characteristics of professional development from the stage of acquiring professional education to the stage of mastery	The strength of the need for individual growth determines the experience of the importance of work, responsibility for its results.
Professional self-determination	Awareness of the military leader of himself as a subject of specific professional activity and self-assessment of their own individual psychological characteristics in relation to their capabilities with the psychological requirements of the profession	Professional self-determination affects the basic needs, interests, values of professional activities, ways to implement their own lifestyle.
Focus on a specific goal	The presence of certain orientations and desires that represent in the minds of the individual the process of choosing motives and goals and determine the dynamics of their development	Focus on a specific goal mobilizes both specific knowledge and skills and experience of independent practical work.
Conscious professional interest	Motive, intention, conscious goal	Interests act as a constant motivation of the mechanism of cognition, including as a motive of the individual to activity and at the same time as the corresponding desire and aspiration of the person to self-actualization and realization of own abilities in a certain professional sphere.

Conclusions and future study

A review of publications showed that although the issue of managerial culture belongs to traditional psychological research, at the same time the development of the motivational component of managerial management culture, including military, has not been deeply and consistently studied.

In the content of military-professional activity, motivational phenomena related to the managerial culture of the military leader were singled out: values of the military profession, assessment of the importance of professional activity, correlation of military-professional values with the system of meaningful orientations of servicemen and other personal goals and values, professional activity in the structure of "life meanings", etc.

An important condition for the professional culture of a military leader, which ensures his full existence in professional activities, should be considered the tendency to develop their managerial potential as a set of ideas about work based on self-understanding, self-perception and personal growth. The basis of this movement is the professional and personal activity of military leaders – perseverance in achieving goals, self-confidence, trust in their professional experience and certainly a positive attitude towards others. These leaders are determined, do not stop there. Their personal characteristics are manifested at the level of self-awareness and are revealed in the process of self-regulation of behavior in professional activities. This is what helps a military leader to be well-versed in life, to be free in choosing his professional path and responsible for the consequences of the choice. Thus, the following research is needed to determine the role of other components in the system of management culture of the military leader.

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